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NOMINATION OF JAMES H. WEBB, JR., TO BE ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS)

HEARING

BEFORE THE

COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE

NINETY-EIGHTH CONGRESS

SECOND SESSION
ON
NOMINATION OF

JAMES H. WEBB, JR., TO BE ASSISTANT SECRETARY OF DEFENSE FOR RESERVE AFFAIRS

APRIL 25, 1984

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NOMINATION OF JAMES H. WEBB, JR., TO BE ASSISTANT SECRETARY OF DEFENSE FOR RESERVE AFFAIRS

WEDNESDAY, APRIL 25, 1984

U.S. SENATE,
COMMITTEE ON ARMED SERVICES,
Washington, DC.

The committee met, pursuant to other business, at 10:35 a.m., in room SR-222, Russell Senate Office Building, Senator John Tower (chairman) presiding.

Present: Senators Tower, Thurmond, Warner, Wilson, Nunn, Stennis, and Levin.

Staff present: James F. McGovern, staff director and chief counsel; Arnold L. Punaro, staff director for the minority; Alan R. Yuseph, general counsel; Jeffery H. Smith, minority counsel; Christine C. Dauth, chief clerk; Patrick A. Tucker, counsel; Michael B. Donley, George K. Johnson, Jr., David S. Lyles, Jose E. Martinez, professional staff members; Patricia L. Watson, research assistant; and Marie Chaillet, staff assistant.

Also present: Les Brownlee, assistant to Senator Warner; James H. Dykstra, assistant to Senator Cohen; Jon Etherton, assistant to Senator Jepsen, Bernard R. Toon, assistant to Senator Quayle; Jeffrey B. Subko, assistant to Senator Exon; Peter D. Lennon, assistant to Senator Levin; and James Steinberg, assistant to Senator Kennedy.

Chairman TOWER. Mr. Webb, your biography and nomination reference will be made a part of the record.

[The nomination reference and biographical sketch follow:]

NOMINATION REFERENCE

SENATE OF THE UNITED STATES, APRIL 6, 1984

(Under authority of the order of the Senate of April 5, 1984.)

Ordered, that the following nomination be referred to the Committee on Armed Services:

James H. Webb, Jr., of Virginia, to be an Assistant Secretary of Defense. (New Position—P.L. 98-94, of September 24, 1983)

BIOGRAPHICAL SKETCH OF JAMES H. WEBB, JR.

James Webb was born on February 9, 1946 in St. Joseph, Missouri. Son of a career Air Force officer, he grew up on or near military bases across the country and in Europe. He graduated from the U.S. Naval Academy in 1968, earning a BS (Engineering) and a commission in the United States Marine Corps. While a Midshipman, he was a varsity boxer, a member of the Brigade Honor Committee and was

one of 18 in a graduating class of 841 to be awarded the Superintendent's letter of commendation for outstanding leadership contributions.

He was the honor graduate of his class of 243 members at the Marine Corps Officers Basic Course. Ordered immediately to Vietnam, he joined the First Battalion, Fifth Marine Regiment as a rifle platoon and company commander, earning the Navy Cross, the Silver Star, two Bronze Star medals and two Purple Hearts. He then served at Marine Corps Officer Candidates School as an instructor and platoon commander, was selected for early promotion to Captain, and served in the immediate office of Secretaries of the Navy Chafee and Warner. In 1972, his career as a professional Marine officer was curtailed when he was medically retired as a result of his wounds in Vietnam.

Mr. Webb attended the Georgetown Law Center, earning his J.D. in 1975 and winning the Horan award for excellence in legal writing. While a student, he wrote his first book, Micronesia and U.S. Pacific Strategy, and conducted a special 12-week study for the Governor of Guam on U.S. strategy in the Pacific and its effects on land issues in the Mariana Islands.

After graduation he wrote full-time until 1977, publishing Fields of Fire, a novel of ground combat in Vietnam which was nominated for a Pulitzer Prize and was a finalist in the Hemingway competition for outstanding first novels.

Serving next as Assistant Minority Counsel to the House Veterans Affairs Committee, he gained invaluable experience in the creation and development of legislation, as well as project oversight, budget, and special studies and issues related to military veterans.

In January 1979, he accepted an invitation to become the first "visiting writer" at the U.S. Naval Academy where he taught literature and lectured frequently on leadership and the role of the military in U.S. society. During this time he completed his third book, A Sense of Honor, a novel of the Naval Academy set in 1968.

Mr. Webb returned to the Congress in the fall of 1979 as the Minority Counsel for House Veterans Affairs Committee, the principal Republican staff member in the House of Representatives responsible for budget, oversight and legislation regarding military veterans. His work included direct liaison with Department of Defense, Veterans Administration, Health and Human Services, and the Department of Labor.

In July 1981, Mr. Webb returned to writing. He completed A Country Such as This, nominated for a Pulitzer Prize and the Pen/Faulkner award. He was the first American journalist given unrestricted access to Japan's prison system. Military topics have included service roles and missions, the draft, strategy and tactics, key manpower issues, and US/Japanese defense obligations. As a television essayist, his coverage of Lebanon was broadcast nationwide on the MacNeil-Lehrer News Hour in October 1983. In the past four years he has done more than 400 radio, TV, and newspaper interviews spanning the topics of military manpower, veterans issues, politics and the Vietnam War, and current military commitments including Lebanon and Grenada. He has appeared on the "Today Show", "Good Morning America", and the "MacNeil-Lehrer Report". He has also addressed numerous veterans, academic and active military groups on a wide variety of topics, including audiences at many of our most important military schools.

In addition to his military, literary, and academic awards, Mr. Webb received the 1979 American Legion National Commander's Public Relations Award and in 1976 was the first recipient of the Vietnam Veterans Civic Council's Outstanding Veteran Award. Mr. Webb is also an active member of the President's Advisory Committee on Voluntarism.

Mr. Webb, his wife, JoAnn, and their children, Amy (13), Jimmy (2), and Sarah (9 months), live in Arlington, Virginia. Mrs. Webb, a former Army nurse, served five years on active duty including a tour in Vietnam, and four years in the Army Selected Reserve.

OPENING STATEMENT BY SENATOR JOHN TOWER, CHAIRMAN

Chairman TOWER. We now turn to the nomination of James Webb to be the Assistant Secretary of Defense for Reserve Affairs.

This is a new position created in the Department of Defense Authorization Act of 1984 as a result of an amendment sponsored by Senator Jepsen of Iowa, a distinguished member of our committee.

Mr. Webb is a graduate of the U.S. Naval Academy, and served with distinction in the U.S. Marine Corps upon graduation from

Annapolis. He is a combat veteran of Vietnam, and holds the Navy Cross, the Silver Star, the Bronze Star, and the Purple Heart.

Upon leaving the service, Mr. Webb earned a law degree at Georgetown Law School. He is the author of several books, including "Fields of Fire," "A Sense of Honor," and "A Country Such As This." Mr. Webb's work has been nominated on two occasions for the Pulitzer Prize.

Mr. Webb has also served on the staff of the House Veterans' Affairs Committee, and has done extensive journalistic work for radio and TV as well as the print media.

I understand that Mr. Webb is accompanied by his wife, Joann, and his daughter, Amy, and by his in-laws, Mr. and Mrs. John Krukar. We welcome them.

The committee staff has met with Mr. Webb and reviewed his financial holdings in order to insure that there is no conflict of interest. Mr. Webb does not presently hold any securities or other assets that would create a conflict of interest with his governmental responsibilities if he is confirmed as Assistant Secretary of Defense.

We are pleased to have Mr. Webb with us today. We will also have a return engagement by our distinguished colleague, Senator Warner, who will introduce the nominee.

STATEMENT OF HON. JOHN W. WARNER, A U.S. SENATOR FROM THE STATE OF VIRGINIA

Senator WARNER. Thank you very much, Mr. Chairman.

I have had the privilege of sitting in this seat many times, but this is a rare one today because I feel I am indeed in the presence of great feeling and humility.

It is that characteristic, humility, that I think is the hallmark of the professional career of this distinguished American who offers himself to the service again of this country.

This is a very important position. It is one that Senator Nunn and I and other members of this committee took an active role in creating, a role that oftentimes met with the objections of some of our respected leaders in the Department of Defense.

Nevertheless, the will of Congress prevailed and I think the President has selected that individual who has the record of courage and imagination to bring the proper presence to this new office.

It will be one that, in my judgment, will be marked by combat throughout your career in the Department of Defense and for that you are able and qualified to return the fire.

As the chairman well knows, I and others on this committee feel that there will be a very expanding role for the Reserve and Guard as we move into the next decade of our defense preparations. I am pleased that this initial phase will be under the leadership of this very distinguished citizen.

The chairman has recounted the highlights of his career. I recall the time I was serving in the Department of Defense that I had the unfortunate task of presiding over the retirement of this officer who I presume would still be on active duty had it not been for medical necessity as a result of wounds received in Vietnam.

Also, Mr. Chairman, I think we should note his distinguished wife—I used that word carefully—served in the U.S. Army as a nurse. Therefore, it is a partnership that they bring to the Department at a time when women have an ever expanding role in our Nation's defense.

Mr. Chairman, I would like to have the record note the presence here today of the father-in-law who served in the 28th Marines on Iwo Jima. Will you stand to be recognized, sir.

We are delighted to have you here.

[The prepared statement of Senator Warner follows:]

PREPARED STATEMENT OF SENATOR JOHN WARNER

Mr. Chairman, it is indeed an honor and a privilege for me to introduce to you Mr. James H. Webb, Jr., a talented and dedicated young American whom I have had the pleasure of knowing and associating with as a personal friend and in an official capacity for a number of years.

The son of a career Air Force officer, Jim was imbued at an early age with a strong sense of responsibility and dedication to his country. As a midshipman at the U.S. Naval Academy, he excelled in athletics and was one of a select few to receive the Superintendent's letter of commendation for outstanding leadership. Following his graduation and commissioning in the U.S. Marine Corps, he was the honor graduate of his class of 243 members of the Marine Officer's basic course.

Jim served with great distinction in Vietnam as a rifle platoon leader and company commander, earning the Navy Cross, the Silver Star, two Bronze Star medals and two Purple Hearts. He later served in the immediate offices of Secretary of the Navy Chafee and myself. It was with great sadness and a sense of substantial loss to the Marine Corps that I presided over Jim's medical retirement in 1972, which resulted from the wounds he incurred in battle in Vietnam.

Mr. Webb earned his J.D. in 1975 from the Georgetown Law Center where he also won the Honor Award for excellence in legal writing. While a student, he wrote his first book, Micronesia and U.S. Pacific Strategy.

After graduation he wrote full time until 1977, publishing Fields of Fire, a novel of ground combat in Vietnam, which was nominated for a Pulitzer Prize and was a finalist in the Hemingway competition for outstanding first novels.

Mr. Webb served as Assistant Minority Counsel and later minority counsel to the House Veterans' Affairs Committee. He was also the first visiting writer to the U.S. Naval Academy where he taught literature and lectured on leadership and the role of the military in U.S. society. He also completed his third book, A Sense of Honor, a novel about the Naval Academy.

In July 1981, Jim completed another book, A Country Such As This, which was nominated for a Pulitzer Prize and the Pen/Faulkner Award. He has written and lectured extensively on critical military topics such as service roles and missions, the draft, strategy and tactics, key manpower issues, and U.S./Japanese defense obligations.

In addition, he and his wife Joann, a former Army nurse who served five years on active duty herself, including a tour in Vietnam, are raising three children, Amy (13), Jimmy (2), and Sarah (9 months).

Mr. Chairman, it is with a great deal of pride and personal pleasure that I introduce to you Mr. James H. Webb, Jr.

I urge his immediate and unanimous confirmation.

Chairman TOWER. We are glad to have you here.

Senator WARNER. Good luck to you. You are on your own.

STATEMENT OF JAMES H. WEBB, JR., ASSISTANT SECRETARY OF DEFENSE FOR RESERVE AFFAIRS-DESIGNATE

Mr. WEBB. Thank you, sir.

Mr. Chairman, it is a great honor to appear before this committee as the President's nominee for this newly created position.

I have spent my life in and around the military, first as the son of a career Air Force officer, then as a serving member, and later

in various capacities as congressional aide, reporter, and lecturer who frequently visits military activities.

I have a deep admiration for those who have chosen to place their lives between us and those who might wish to destroy our way of life.

Should this committee approve my credentials, I assure you the entirety of my tenure will be spent in an effort to make sure that these men and women are well equipped, well led, and are operating under a strategy that makes proper and efficient use of their services.

I would like to thank Senator Warner first for his example as Secretary of the Navy when I was a young marine on his staff and, second, for having been kind enough to introduce me to this committee.

I also would like to take this opportunity to thank Dr. Ed Philbin, who served this country faithfully and well as Deputy Assistant Secretary for Reserve Affairs, for his service in that capacity and for his help to me as I prepared to meet with this committee.

At this time, Mr. Chairman, I shall be happy to answer any questions that the members of the committee may wish to ask.

Chairman TOWER. Thank you very much, Mr. Webb.

I want to commend you for your public-spirited willingness to serve in this job. It is an enormously important job, considering the total force concept, considering all that has to be done to make our Reserve components an effective part of the total force and to be able to function when they are required to as full-time professionals.

I will defer any questions that I have for the moment.

Senator Nunn.

Senator NUNN. Thank you, Mr. Chairman.

Mr. Webb, I, too, want to join the chairman in expressing my appreciation for you being willing to serve in this job. I know you have had a great deal of military experience; you have done a great deal of distinguished writing.

You have been in the forefront of many different matters of national security in your own career, both active and in your private writings. I think you are well qualified for this job. I just have a couple of questions.

Last week Colonel Gold of the Marine Corps Reserves wrote an article in the Well Street Journal entitled, "Folly About Our Manpower Policy." I don't know if you have had a chance to review that.

He concluded, after a rather lengthy essay, and I quote:

> No power of global expeditionary requirements should depend on the Reservists for the bulk of his forces. This is what the U.S. is doing and if present tendencies and congressional advocacies are any indication, the trend will continue.

Did you have a chance to read that article? Do you have a view on that?

Mr. WEBB. I did review the article. I think, as members of the committee know, the voluntary Army experiment with the commitments that we have had since post-World War II is indeed unique in the history of a country of this size and with its obligations.

I would say that from what I have seen and from the briefings that I have received since I have been a consultant in preparation for this office that the Reserve and Guard establishment today is in as good a shape as it has ever been. They represent a third of the total manpower, with a million people for the first time since 1961, I believe.

We are also at a threshold on how we are going to be using the Active and Reserves, if the force mix discussions that have been going on and the studies that are now ongoing are any indication.

I personally would welcome critical thought of the sort that Colonel Gold was giving. At the same time, I understand the policy of the Congress and the President, and I will do everything I can to make sure it works.

The luxury of our government system is that we operate from many different perspectives. This makes us the most creative society politically on Earth and I think it makes us probably the most efficient.

My actions as an Assistant Secretary of Defense for Reserve Affairs, if I am confirmed, would be to engage in a dialog with people like Mr. Gold and to solicit their views in order to make this thing work better.

Senator NUNN. I find that a very helpful attitude. I think that is exactly the way I would hope you would approach the problem. Mr. Gold is not criticizing the Reserve Forces as such in that article.

In fact, I think he probably, if anything, is praising the capabilities, but saying that the Nation as a whole is going too far in relying on Reserves at the expense of Active Forces.

Do you have a personal view on the Volunteer Force that you will bring with you to this position?

Do you have a personal view on whether we did the correct thing as a Nation in abolishing the draft as a result of pressures of Vietnam?

And whatever your view on that is, what will we be able to do in the next 15 to 20 years, given the demographics of fewer 18-, 19- and 20-year-olds, all of those facts about which we are becoming increasingly aware?

Do you have a personal view on that at this point in time?

Mr. WEBB. At the time that the Volunteer Army concept was announced, I had grave reservations. Even as recently as 4 years ago I had serious reservations.

My personal view is that the draft is good for the country, it is good for the military, and it is good for the individual. I think that is why the continental countries in Europe, to a country, with the exception of Luxembourg, have conscription as a societal good.

I also, and this is still my personal view, believe that conscription at this time in the United States would be brought about at too great a political cost and turmoil in this country.

There are two parts to the question of whether there should be conscription in my mind.

One is philosophically whether it is good, which is what I just said.

The other is pragmatically do we need it?

I think the state of the voluntary Army and the Reserve and Guard components right now is exceptionally good. I woud not bring into this office a position that we should go to conscription.

Senator NUNN. I think the article by Gold is a challenge to all of us. I find myself agreeing with parts of it, disagreeing with other parts. I think it is a thoughtful piece and I think we should think about it.

There is no doubt that the Congress in a situation of declining defense budgets, with having to make huge cuts, with a very strong procurement program going on, that it is hard to stop, rightly or wrongly, is looking for ways to save money.

One of the ways being considered inevitably looks to putting more reliance on the Reserve. We may have reached a point where we are overrelying. We don't have enough Active Force.

We know we don't have enough trained manpower. That has been since we have had a volunteer force. No one can point to a time when it will be solved. I think we are at a crossroads.

I think the decisions made in the next 2 or 3 years will determine what we do over the next decade and without any doubt all the problems that we now know existed in the late seventies with the volunteer force, in my view, are going to reappear, at least some of them, because you are going to have hopefully declining youth unemployment which has been a major factor in the improvement in recent years.

Probably regrettably we are going to have a squeeze on pay and benefits simply because we are facing a $200 billion deficit. We certainly are not going to have the momentum that we had in the late seventies and early eighties.

Also, we have the demographics. All three of those things are working against the concept. If Gold is correct that we already are in a dangerous situation, given our commitments, I think we have a major challenge that we need to think about.

I am glad you are over there to think about it and I am glad you have an open mind on the subject and will be willing to listen to various points of view.

Mr. WEBB. Thank you, sir.

Senator NUNN. I certainly will vote for your confirmation. I have one other question, but I will defer to my colleagues.

Chairman TOWER. Senator Thurmond?

Senator THURMOND. Thank you, Mr. Chairman.

Mr. Webb, I want to congratulate you upon being appointed as Assistant Secretary of Defense for Reserve Affairs. I think this is one of the most important assignments in the Pentagon.

We welcome you to the Senate Armed Services Committee this morning. I have reviewed your background and your qualifications and will be pleased to support you.

I want to say that I have introduced legislation several times over the years to create this position of Assistant Secretary for Reserve Affairs. I was very pleased when Senator Jepsen offered an amendment to last year's defense authorization bill.

In my opinion, the President has chosen wisely in selecting you for this position and I am sure you will do a good job.

The Congress has shown increasing interest in strengthening the role of our Reserve component forces. I hope you will give us your views in this area and feel free from time to time to do so.

I would just like to ask you this question.

How can Congress help strengthen the roles of our Reserve component forces, in your opinion, without going into too much detail?

Mr. WEBB. It is my impression that the Congress has done a great deal already in this area by asking for the force mix studies and by conducting hearings on the subject.

In a sense this ties in with what Senator Nunn was just saying. When the total force concept was created, it was done on the premise that there would be a 2.5 million Active Force, but that at the same time the Active Force would be as small as was needed to perform our missions.

We are now at 2.16 million. We have 40 percent of our Army overseas. We have the Navy working harder than it has ever worked. We are so forward deployed that any time we talk about reducing an active mission we are at the same time talking about affecting retention, because what is going to happen if we take a mission out of active duty is that you will shorten the turnaround time for people in the operating forces.

I saw this happening in the Marine Corps in Vietnam. We brought a man back from a 1-year tour and sent him to a place like the 2d Marine Division. He was supposed to be with his family but we could only guarantee 90 days before he was on the next cruise. You saw people dropping out.

That is one consideration we have to keep in mind when you talk about putting missions in the Reserve and Guard.

My impression of the Reserve and Guard is that they will do the job if they are properly equipped. We have estimates of equipment shortfalls that go to $24 billion. So, we would have to be very careful to honor those units that are going to be serving the missions with adequate resources so that they can do their job.

Senator THURMOND. I am a strong supporter of our Active and Reserve Forces. Now, in the past the services have frequently resisted supplying equipment that I felt was necessary for the Guard and Reserve and in the Congress here we have been able to add some items which have been very helpful.

I hope in your position over there that you will do all you can to see that the Department of Defense does adequately fund equipment for the Reserve components. It would cost our Nation a tremendous amount to keep the size establishment necessary to keep us strong militarily if it were all Active establishment.

By having Reserves, which I believe costs only one-fifth of the Active establishment, we can do this. We must keep this country strong militarily. It is the only language the dictators in the Kremlin know and if we can do this, we can avoid a war.

The best way to preserve peace is to keep strong militarily. I am sure you feel that same way.

Mr. WEBB. Yes, sir, I do.

One image haunts me since I decided that I wanted to do this job. If you read about the deterioriation of relations between Britain and Germany in the 1930's, you will find that they reached a point in their negotiations in late 1936–37 when they decided that

they wanted to be more forceful with the Germans, but they realized they had no Reserves to mobilize, that the Active components would have to carry the entire load in Britain.

At that point they realized, or the judgment of the Chamberlain government was, that they had to go into appeasement.

I would exert every effort I can to assure that the Reserve components are as strong as they can be because they represent not only the ability to fight, but a great and necessary negotiating lever.

Senator THURMOND. I wish you well in your new assignment.

Mr. WEBB. Thank you, sir.

Chairman TOWER. Senator Stennis?

Senator STENNIS. Thank you Mr. Chairman.

Mr. Webb, I think you are faced with a very difficult situation. You can be equal to it or you can be taken over. It is a great opportunity. I think we will have to come more and more to the Reserves because of money if for no other reason.

I find in my active contacts with the Reserve many of them have a wonderful attitude. They take part in civilian life there. They are leaders to a degree. People listen to them, what they say about military support.

I think that the Department of Defense gets a great deal of public relations backing from the influence of the individuals in the Reserve. I am surprised at the excellent records that a number of these units have made.

You see the regulars agreeing to supply equipment like the C-141 and the committee has passed legislation and appropriations along that line. I want to see the Reserves have equipment that still has the factory paint on it rather than what has been half worn out and half way thrown away. Through this committee they have been getting some of that kind of weaponry.

I am glad to see you and hear your statement. You will have a great opportunity, but it won't be easy.

Mr. WEBB. Sir, I don't expect it will be easy.

With respect to equipment, you have my pledge that I fully support the notion of the first units to go being the first units to be equipped. It has been an announced policy. We need to work on it.

With respect to the people in the communities, the one thing of an intangible nature that I see at this point is that the story of the Reserve and Guard has not been fully told to this country. I would like to work on that.

I think people need to understand that that person who is next door to them, who works with them, is 30 minutes away from having to go to a war. This is in addition to the regular job that they are doing.

The better we can do as far as getting that mission before the public the better retention is going to be and also accession in the Reserves and Guard.

Senator STENNIS. I find it helps the Regulars to see that support they have out among the people is from these Reserves, such a high percent of them are leaders in the community, leaders in the schools, leaders everywhere.

If I may give an illustration, some fellow came running to me yesterday or the day before, getting off a plane. "Wait a minute. Wait a minute. You go out with one of those pilots down there."

He was talking about Reserve units down there. They have an Air National Guard. He gave his name and everything to me and expressed his interest. He meant every word he said.

I certainly wish you well.

Mr. WEBB. Thank you, sir.

Chairman TOWER. Senator Warner?

Senator WARNER. Mr. Chairman, as a follow-on to Chairman Stennis' observations, I was a member of the VMF 321st Reserve Squadron that used to fly in Anacostia in 1949–50. Within a few months of the commencement of involvement of American forces in Korea, pilots from our squadrons were flying alongside the Regulars.

As the war wore on, those fighting units in Korea drew little distinction between Regulars and Reserve. I have seen it work. That is why I have a high degree of confidence.

Mr. Webb, there is some concern about statements or writings that you published at one time with respect to the role of women. We would like to give you an opportunity to express your views and provide for the record a clarity of your views.

Mr. WEBB. Yes, sir, I will be happy to talk about that now.

I have strong feelings about the issue of women in direct combat roles and I have written on that. I think that everyone in this room who has seen heavy combat deals with that subject on less than an intellectual basis. It is a very real thing.

We have an obligation to the parents of this country as policymakers that if we ever have to send their children into the military system that we have created and control policywise, that the individuals who are going to lead them in those billets are well filtered, well trained, and well motivated.

There was a time in the late 1970's when a lot of this was in doubt. It was a very strong, emotional issue. I was a participant in it.

In other than combat roles I fully support assimilation of women in our military service. I should say, as you pointed out, my wife is a veteran who has spent 5 years on active duty, and 4 years in the Selective Reserves. Her mother was a Marine in World War II. So, I get a lot of firsthand advice. I am one of the people who listens to his mother-in-law.

This is a dynamic area. I think we have gone further in the last 12 years in the U.S. military than probably any structured institution has gone in the last 12,000 years.

It is a great credit to our system and our leadership that we have been able to make so much of it work.

Senator WARNER. Mr. Webb, based on my modest knowledge of combat in the military, I initially gravitated to your view. I have expressed similar views here in this committee in the context of legislation that we had some years ago, but here is the problem that I view today.

If you go to any of the units in NATO, you will find within 100 yards of the front lines women performing essential, and I empha-

size the word "essential," duties in the military, communications, intelligence, and while they are not carrying combat arms, they are in the direct path of those avenues of approach.

You know exactly what I mean by that. So, within a matter of minutes, indeed hours, they may be found in a combat situation, as we study the various scenarios of the NATO war, the deep-interdiction theories and weapons that are coming on, I am not so sure we can draw those distinctions any more.

Your are unusually gifted in your ability to write and when you tell the story of the Reserves, it seems to me that story has got to be related to the American people. Those women whom I have had the pleasure to see in those positions are ready to accept that responsibility.

History has very little precedent to judge what will happen. Indeed it has been our history that women have distinguished themselves in combat situations from the time of the Revolution, but never before have we been confronted with the numbers that we now have in all echelons of our military, particularly in the Navy.

That is a story that has to be examined and told to the American public.

Mr. WEBB. You mentioned NATO. We have in the U.S. military five times as many women as all the NATO countries combined. They are at all these different echelons you are talking about.

One feeling that I have as far as the analysis that has gone on in this area so far is perhaps we are going about it the wrong way. I think that most of us have accepted, and particularly the women who are in the military have accepted, that they may well become casualties.

The approach that I have taken in the writings that I have done is rather than focusing on the fact that they are going to become casualties or rather than focusing on physical strength as a sine qua non, one approach is to focus on unit integrity. In units which are highly technical, where the individual skill is more important than the unit cohesion—for instance, the medical unit where women have served well for decades—you are not affecting unit cohesion when you have that mix and they are certainly in a place where they will take casualties.

In an infantry unit you have a different story. The focus that I would suggest, at least at this point—I have not had access to any of the data, this is really the first opportunity for me to get into this from a policy point of view—would be to look at what makes the unit work and what doesn't.

It is difficult to do in this environment because it is subjective, it is an intangible rather than a measurable entity like so many situps one could do. That would be an approach I would suggest.

Senator WARNER. Thank you, Mr. Webb.

This is one that I hope you will concern yourself with and tell the story.

Mr. WEBB. Thank you, sir.

Chairman TOWER. Senator Levin?

Senator LEVIN. Thank you, Mr. Chairman.

Welcome, Mr. Webb.

The article and the writings which were referred to by Senator Warner relative to the subject are some of my questions. You and I have spoken about it and I appreciated that opportunity. I think it is important that you clarify on the record what your views are relative to women at the Military Academy.

You stated what your views are relative to women in combat. I happen to share those views in general, feeling as you do, that women should not be in combat.

Your views relative to women at the Academies, back, I believe in 1979, however, are a different matter. I think you have modified those views somewhat, yourself.

Could you tell us fairly specificially what your views are today relative to the presence of women at the Military Academies?

Mr. WEBB. Yes, sir. The article that I wrote was based on a syllogism, the major premise being that the service academies exist to turn out combat leaders. When I graduated from the Naval Academy, you could not get other than a combat MOS unless you became physically disqualified, as for instance, if your eyes went bad or you had an operation.

It was an approach in the article that I do not believe was unique or unusual, particularly for the time when this issue was going on. I still have a number of the concerns that I mentioned in the article, the greatest concern being the ability to adequately filter the individuals who are going to lead in combat roles.

I would have some suggestions, and I have mentioned these to Admiral Larson at the Naval Academy, about how this sort of filtering could take place in the male-female environment. That would be the approach that I would take.

Senator LEVIN. Do you believe that women belong at the military academies now?

Mr. WEBB. I can accept that, yes, sir.

Senator LEVIN. What about civilian control of the military? How strongly do you believe in that?

I read some remarks relative to civilian arrogance at the time which could be interpreted to reflect something less than full enthusiasm about civilian control. I won't read back your words.

What are your views about civilian control?

Mr. WEBB. The article has strong rhetoric in it. It was a very emotional time. It was essential to use rhetoric in order to be heard in the late 1970's on these issues.

I and other people were able to watch over a period of time in 1960's during the Vietnam war, the change in the relationship of civilian control over the military. There was a great deal of micromanagement coming out from many different elements in the civilian side.

I strongly support the notion of civilian control over the military, otherwise, I wouldn't be accepting the nomination for this position.

I think the distinction should be made between policy control and interference. One thing I would attempt to bring into this position would be the tendency to seek out operational unit commanders and to hear their views, to make sure that what we are doing on a policy level is working.

I would want to develop a dialog with the people out in the field, but to draw the line on a policy level.

Senator LEVIN. In terms of the wisdom of it, not in terms of the right to do it if desired? Is that a fair statement?

Mr. WEBB. If things need to be changed, I would have no hesitation.

Senator LEVIN. You don't question the right to civilian authority to micromanagement, you question the wisdom of micromanaging; is that a fair statement?

Mr. WEBB. I would say that is fair, yes.

The two distinctions, the two ends of this thing are the Japanese model of World War II where the Japanese military went off on its own and conquered Manchuria, and the German model when the German officers saw the war was going wrong, but had an inability to get that message up.

That is sort of the beams which you ride on civilian control.

Senator LEVIN. Going back to the question of women in the academies, because of the strength of your rhetoric back then, I think I should push you just one step further in clarification of your answer.

You say that you can accept the idea of women at the military academies.

Do I read into that that you would not recommend that women be there, but that you can accept the decision, once having been made?

Mr. WEBB. I think the issue is moot, Senator.

Senator LEVIN. Do you like the idea?

Mr. WEBB. I believe the system can work the way it is now.

Senator LEVIN. I will read into that that you are not thrilled with the idea. [Laughter.]

Senator NUNN. A very perceptive observation.

I might observe that a lot of the members of this committee have misgivings.

Senator LEVIN. I must tell you I have read some of your writings. You are one hell of a writer. Even though I don't agree with a number of your views, I think it is an admirable trait, whether it is in the Department of Defense or in the Congress, I think people should know what your views are.

I think it is important that people know where you stand even if it means they disagree with you. It is an admirable trait again, although it makes you more controversial and more in some instances unacceptable in terms of your views.

Again, I do disagree with a number of the views that have been stated and as I read between the lines of what you say now.

Just one other comment.

You obviously have a talent for writing and expression of views. I would just simply hope that that talent would be fully used in carrying out your duties that at least internally you would be an advocate for the Guard and Reserve.

I know at some point decisions have to be made in the administration. At that point you are expected to be a team player. Before that point I would hope you would truly advocate the growth in the strength of our Guard and our Reserve.

They need one internally in the Defense Department. I don't believe they have been adequately represented or that the potential

strength of those units in terms of the security of this country has been advocated enough.

I am not critical of anyone there. I think it needs a voice at the level to which you have been nominated. I hope at least internally that you will be that voice as eloquently and as articulately as you have voiced the views that I have read in your writings. That would be my hope.

Mr. WEBB. I think that the blessing in the creation of this job is that for the first time on the staff level the Reserve affairs issue will be presented to the Secretary on a daily basis. I received that guarantee from Secretary Weinberger before I agreed to go forward with this.

You have my pledge that that is the way I will handle the job.

Senator LEVIN. Thank you, Mr. Chairman.

Chairman TOWER. Senator Wilson?

Senator WILSON. Thank you, Mr. Chairman.

I would just observe that much of what our colleague, Senator Levin, admires in Mr. Webb we admire in Senator Levin. [Laughter.]

Even when we don't agree, we admire him.

Senator LEVIN. You didn't have to add that last line.

Senator WILSON. He speaks with articulation and clarity.

Senator LEVIN. Thank you. I appreciate that.

Chairman TOWER. Remember, this is a public record. [Laughter.]

Senator WILSON. The first time I have enjoyed the luxury of praising Senator Levin.

Mr. Chairman, I will simply say that I think that we are especially privileged to consider the two candidates for the important post to which they are proposed.

I have had the privilege of introducing Mr. Cox to the committee once before. I think his credentials are well known. I think he is admirably prepared to assume the responsibility that he has been nominated to.

I note both of these gentlemen, despite their tender years, share a very considerable experience. Both are lawyers. Both are Marines. Both have distinguished records. Their records are before us.

I will say by character and competence and experience we seldom have encountered two candidates quite as well prepared. I think the exchange indicates that there is a great deal of thought that has been given to controverial issues.

I wasn't convinced that we need the particular post of Assistant Secretary for Reserve Affairs, but that decision has been made and I can't think of anybody who is better qualified to fill that position.

I will not take more time. I congratulate both Mr. Cox and Mr. Webb. I think they are admirably qualified.

Because of my great trust in you, Mr. Chairman, and because of my schedule, I confer on you my proxy and ask you to vote affirmatively for both candidates.

Chairman TOWER. Thank you, Senator Wilson.

Senator Nunn.

Senator NUNN. Just one question.

Mr. Webb, those of us who joined in creating this position did feel that we needed a real spokesman for the Reserve at a high level in the Defense Department. I think we will have that in you.

I will support your nomination with enthusiasm, particularly after hearing you this morning. I think you have made a number of excellent points. You are extremely well qualified.

But we did not intend to create a large bureaucracy. I understand there are 15 people in your office now, your office after you take confirmation.

Do you have views about the staffing of the office? What can we look forward to 2 years from now in terms of the number of people who will be over there?

I don't know how many are needed. I have no preconceived notions. I do know when the Department of Defense started in the late forties, we were informed by high authority, the record shows, that there would be no more than a couple hundred people in the Department of Defense. Now we have some 80,000.

I would look back with regret if 5 or 6 years from now we had thousands of people running around in the Assistant Secretary for Reserve Affairs Office.

How will you go about determining staffing needs?

Mr. WEBB. There are two considerations.

One is to respond to the mandate of the Congress to make sure that this position of Assistant Secretary can handle the responsibility on a level with the other Assistant Secretaries.

And the other, of course, is that I share your concern; I don't want a staff any larger than what we need to get the job done.

There have been recommendations that have been made based on statements by different Members of Congress that vary from a principal Deputy and five Deputy Assistants down to about three. As a consultant, that is one thing I have been working on.

Without getting involved in the affairs of the office too early, I have asked people to help me staff this and to see what we can come up with that will respond to the Congress. I see four major areas that need an immediate and hard look.

One is the manpower area. We have a very volatile situation. You can't predict it because, as you and I were discussing before, the voluntary Army concept and manpower issues are linked to the economy. They go up when the economy goes up, they go down when the economy goes down.

We want to be able to develop a system that corresponds with the increased recruitment objectives that the Congress has given. This involves accession policies, it also involves an area which I have not seen a lot of work in, I think perhaps because of the small nature of the staff before, and that is attrition.

The Reserve and Guard talk about a 70- to 80-percent retention rate, but there is a fall-down between accession and completion of enlistment of about 50 percent from what I can determine.

We have records that indicate that 50 percent of our enlistees leave during are enlistment. If we can tighten this, we won't be having these large accession requirements year by year. So, there will be someone working in that area hard and full time.

Another is the evaluation and training area. When we talk about force mix and what responsibilities can come to the Guard and Reserve, we want to be able to evaluate the capabilities.

Another is the equipment area in which I think Dr. Philbin has done a very admirable job these past 3 years in identifying the nature of the equipment, combatability issues and modernization issues.

Those three areas on a day-by-day basis I want people working on.

The next is to increase public awareness of what the Guard and Reserve are doing and how tightly they are linked to the Active component should a mobilization have to occur. This I think can pretty much be done with existing systems using NESGR, for instance, the National Committee for Employer Support, and whatever other methods we can.

Senator NUNN. I agree with your focus on all of these. I am not sure you can't tap existing resources out there rather than creating a whole lot of new bureaucracy because we have too much of that already.

There are a lot of us who did support the proposal who do worry about that feature because it may happen unless it is carefully managed.

I will be looking carefully at your plans. I hope you will keep the committee informed, particularly the Manpower Subcommittee, Senator Jepsen and Senator Dixon and others.

I will also be looking if your numbers go up, whether the Assistant Secretary for Manpower, Installations and Logistics numbers come down. Presumably these things were being done, at least with staff in the previous structure.

So, it seems to me that we should not be talking about any large net increase. We should look at both of those functions.

In any event, we look forward to getting your views.

Mr. WEBB. I will be happy to come over and brief you.

Senator NUNN. Thank you.

Chairman TOWER. I share your views on the matter of placing women in direct combat roles. I think you have pointed out that any of us who have had combat experience understand that is something we simply must not do because of the impact it would have on unit integrity, as you noted, psychological impact on men in combat who have to perform a mission.

Given the male mentality and male instincts, many of us might be more narrowly focused on protecting the women than performing our mission. That is human nature and you can't erase that.

Too, we don't know what the psychological reaction is, we can guess, of a man seeing a woman next to him seriously and terribly wounded and I think you are absolutely right. It is something we should not experiment with, in my view.

As far as the Reserves are concerned, I am also inclined to agree that we cannot at this point reduce our Regular Force, significantly vest any more roles and missions in Reserves than are currently allocated to them, given the nature of our deployment responsibilities.

I think there will have to be a substantial change in national policy and a redefinition of the roles and missions of the Armed Forces of the United States if we were to vest any more responsibility or missions in the Reserves and reduce our Regular Forces by a comparable amount.

I am concerned that those Reserve forces be ready to fight with deployable equipment when the balloon goes up. In fact, I have observed firsthand that a lot of our Reserve components, particularly the National Guard, are sadly deficient in deployable equipment.

A while ago I watched the New Mexico National Guard at our MacGregor Range practicing air defense, old Dusters and 40-millimeter weapons that I thought were pretty good in 1945. As a matter of fact, I think the ammunition they were using that had come from the Navy was about that vintage. That is not deployable equipment.

I note the 49th Division in Texas, which is our National Guard Division, has equipment that probably is, at about 50 to 60 percent, nondeployable. I think we must address ourselves to that.

Quite frankly, I believe that most members of this committee are convinced that the Regular Forces have been somewhat deficient in that respect. We will want to make sure that if we are going to expect these people in a national crisis or from time to time, if we get into a minor dustup in some place and need a Reserve component, that they have equipment that is functional, deployable, maintainable, and combat effective.

As I see it, that will be one of the most important aspects of your job.

Mr. WEBB. I agree, Mr. Chairman.

Again, I would like to compliment Dr. Philbin who was my predecessor for having put together what is called an equipment report which has been used by the staff to try to identify where these areas are deficient.

I intend to build on the data base that he has begun so that we can adequately respond to this committee and the committee of the House as to what is needed.

Senator NUNN. Mr. Chairman, I agree with what you have said on equipment and strongly endorse that. On the roles and missions I would have a little different approach.

I think we are going to have an evolution of roles and missions. I think some missions performed by active services now will have to be performed by the Reserves. There may be some Reserve missions that can be better performed by Active Forces.

I think we should look at that. If the Volunteer Force itself will endure for the next decade or so, we should look at this role and mission with a great deal of objectivity and openness.

I would not want to take a frozen position. I really think that there are an awful lot of things that Reserve and Guard forces can do that are being performed by Active now and there are a lot of things the Reserve and Guard do now that should not be, as indicated by the Wall Street Journal article.

I do not think it has been objectively looked at in detail. I would hope you would use your considerable experience to do that.

Mr. WEBB. This is a time hopefully for some creativity and I am coming in with an open mind on a lot of questions.

Senator STENNIS. Mr. Chairman, I want to add one sentence.

I want to commend Chairman Tower for the statement he made here, the practical side of it, about putting women in combat and add one additional point.

If I am any judge at all of the American people, I think it would be very injurious to the service as a whole to advocate that—in the way of public opinion which we are all controlled by eventually.

If I understood you correctly, you heard what the chairman said and you endorse what he said?

Mr. WEBB. Yes, sir.

Senator STENNIS. That is all.

Chairman TOWER. Mr. Webb, will you agree to appear before this committee or any other appropriate committee of Congress, when summoned to do so, to answer any questions or present any information required by such committees on matters that are within your responsibilities?

Mr. WEBB. I will.

Chairman TOWER. Any further questions?

Thank you, Mr. Webb.

Mr. WEBB. Thank you, Mr. Chairman.

[The questions submitted by the Members of the Senate Armed Services Committee to be answered for the record by Mr. Webb are as follows:]

QUESTIONS SUBMITTED BY SENATOR JOHN TOWER

GREATER RELIANCE ON GUARD AND RESERVE

Chairman TOWER. Mr. Webb, as we place greater reliance upon our National Guard and Reserve forces for our Nation's defense, we must question whether our traditional concepts of Reserve and National Guard service consisting of one weekend a month and two weeks in the summer is sufficient time to adequately train and exercise these forces.

At the same time, we must question whether our society is willing to support Reserve service requiring even more time than is now required.

Do you believe we need to require a greater commitment of time from our Reservists and National Guardsmen, and, if so, is the country prepared to support that additional service from its citizens who are members of those forces?

Mr. WEBB. There is a threshold regarding time dedicated to Reserve and Guard activity which will cause even very dedicated volunteers to decide that time away from family and employment is injurious. Once this breaking point is reached, unit readiness would suffer in an even greater way, because retention would decline and manpower levels would fall off. I would be very sensitive to this balance, and would work closely with the Chiefs of the Guard and Reserve on any questions regarding lengthening training periods.

One possible alternative would be to continue to experiment with full-time manning, in an effort to make current training periods more efficient. Another would be to make training more interesting and realistic.

MIX OF ACTIVE AND RESERVE FORCES

Chairman TOWER. Mr. Webb, it has now been more than 10 years since the concept of a total force became the policy of the Department of Defense.

In the event of mobilization, our National Guard and Reserve forces will be the initial and primary augmentation of our Active forces.

In many cases, the Active forces would be unable to deploy and perform their mission without Reserve augmentation. Yet year after year this committee is confronted with conflicting views on how a proper mix of Active and Reserve forces can be attained.

Will you give us your views on how you will approach the issues surrounding the mix of Active and Reserve Forces?

Mr. WEBB. There are many force mix studies underway. Others are now completed, and I have read several of them. This is an area that calls for a great deal of creativity.

My most serious concern is that our strategy demands that we carry out an overwhelming number of active commitments with a relatively small active force. It would be dangerous to alter the size of the active force without on the one hand

affecting retention due to even more frequent deployments by those who remain, and on the other affecting our national strategy itself. I believe it would be wise if a full debate on national strategy preceded any further debate regarding major shifts of missions.

INDIVIDUAL READY RESERVE

Chairman TOWER. Mr. Webb, a problem has been identified a number of times concerning the ability of the Services to effectively utilize the Individual Ready Reserve, a major mobilization asset consisting of approximately 417,000 personnel, because of the inability to locate a large number of the individuals in that status and because of the lack of up-to-date training for these personnel.

What do you believe should be done to address these deficiencies in the Individual Ready Reserve?

Mr. WEBB. I am deeply concerned about the IRR. I want to insure that we have quality and that the IRR is a mobilization asset that we can call on. I intend to examine the entire IRR concept.

QUESTIONS SUBMITTED BY SENATOR CARL LEVIN

WOMEN IN THE MILITARY

Senator LEVIN. In an article you wrote in 1979 entitled "Women Can't Fight," you stated:

"There is a place for women in our military, but not in combat. And their presence at institutions dedicated to the preparation of men for combat command is poisoning that preparation. By attempting to sexually sterilize the Naval Academy environment in the name of equality, this country has sterilized the whole process of combat leadership training, and our military forces are doomed to suffer the consequences."

Mr. Webb, do you still hold the view you held in 1979 that opening up the Service academies to women has poisoned the preparation of men for combat command?

What, if any, consequences do you believe have resulted from opening up the Service academies to women?

Mr. WEBB. I believe the service academies could benefit measurably by developing military indoctrination programs that adequately filter men who will be commanding combat units. The lack of such a stringent, male-only regimen is the greatest negative consequence of having admitted women to the academies.

WOMEN IN SELECTED RESERVE

Senator LEVIN. How do you feel about the participation of women in the Nation's Selected Reserve?

Mr. WEBB. I believe women perform a crucial and necessary function in the Selected Reserve, and intend to support their presence in noncombat roles. My support will include seeking women reservists for duty in my office.

LEADERSHIP OF WOMEN IN THE MILITARY

Senator LEVIN. Women comprise over 9 percent of the officers and over 8 percent of the enlisted personnel in the Selected Reserve.

Given your past statements about the role of women in the military, do you believe you will be able to provide effective leadership to the women in the Reserves?

Mr. WEBB. I believe that anyone who has read my articles will understand that I support the presence of women in appropriate roles in the military.

APPROPRIATE CAREERS FOR WOMEN

Senator LEVIN. In a July 1983 memo Secretary Weinberger told the Secretaries of the Military Department that the stated policy of the Department of Defense is that "Women will be provided full and equal opportunity with men to pursue appropriate careers in the Military Services for which they can qualify."

What do you consider to be the "appropriate careers" for women in the Selected Reserves?

Mr. WEBB. I am in full support of the administration's position, as outlined in Secretary Weinberger's memo.

Senator LEVIN. Considering your previously stated views on women in the military, why do you think you can carry out DOD's policy of "full and equal opportunity" for women?

Mr. WEBB. Full and equal opportunity applies to "appropriate careers" for which "they can qualify." This is not inconsistent with the views I have given in my writings.

"FIRST TO FIGHT—FIRST TO EQUIP"

Senator LEVIN. The Reserves always have received second priority behind the Active forces for receiving budgetary resources, especially for new equipment.

This administration has been no different, despite bold pronouncements. It originally fought creation of your post, for example.

Also, the Services have not changed their ways. The Navy recently testified it did not need more than five P-3C ASW aircraft in fiscal year 1985, even though nine were requested and some of those additional could go toward modernizing for Naval Reserves.

How do you intend to operate as an advocate of the Reserves in face of this bureaucratic and Service opposition?

How do you intend to overcome this opposition by the Active forces to Reserve initiatives?

Mr. WEBB. While this may not always have been the case, I have noted no significant degree of Active opposition to Reserve initiatives during my period as a consultant in preparation for assuming the position of Assistant Secretary. I can only attribute this to the policies of this administration and the current Secretary.

Based on my observations, the policy of "first to fight—first to be equipped" is supported by the Services and is resulting in the Reserves getting more and better equipment. I intend to take advantage of the staunch and increasing DOD-wide support for the Guard and Reserve to ensure that they receive resources that are commensurate with their assigned missions and scheduled employment.

Senator LEVIN. The Naval Reserve's Airlift Squadrons are due to lose all their aircraft by mid fiscal year 1985, with most due to lose them before end fiscal year 1984.

Detroit already has lost its aircraft. Congress has provided money to modernize these squadrons with used DC-9 type aircraft.

If these aircraft are not available, will you make it a top priority to find alternative aircraft for these squadrons to prevent the Naval Reserve from losing these skilled pilots and maintenance personnel and needed organic aircraft capability?

Mr. WEBB. My priorities with respect to equipment, including aircraft, will span all Reserve Components and be consistent with the Department's policy of "first to fight, first to equip". Informal liaison with the Navy indicates that they are optimistic that the DC-9s will be provided, because of their revision of procurement procedures.

Senator LEVIN. Will you report back to the Committee as soon as possible after your confirmation about what progress you are making to find alternative aircraft?

Mr. WEBB. I recognize the importance of this issue, and will do my utmost to ensure that the Navy will continue to keep the Committee informed about the progress of procurement of aircraft for the Naval Reserve Airlift Squadrons.

Senator LEVIN. The Navy has no master plan to modernize its land-based ASW Reserve squadrons, even though they rely on them for 35 percent of the maritime patrol mission. These aircraft—older P-3's will need replacement in the late 1980's, so plans and budget provisions must be made now.

Will you give this a top priority and report back to the committee on the development of such a master plan soon after your confirmation?

Mr. WEBB. My priorities will be to see that the policies of the Secretary of Defense are reasonably carried out by the Services. In the case of the P-3 aircraft for the Naval Reserve, the Navy will continue to identify its ASW patrol aircraft requirements and then apply the "first to fight, first to equip" policy within the fiscal and procurement limits imposed. As the principal assistant to the Secretary of Defense on such matters, I will work to insure that the Navy continues to keep the committee informed about its plan to modernize Naval Reserve ASW P-3 squadrons.

OTHER PRIORITIES

Senator LEVIN. What are your top priorities for improving our Nation's Reserve components—new equipment, better pay/benefits, more end-strength, new missions, et cetera?

What are your first agenda items, especially since there has been a delay in naming someone for this new Assistant Secretary post?

Mr. WEBB. My priorities will be as I outlined them to Senator Nunn in his last question: First, to work to increase accession and decrease attrition. Second, to increase the quality and efficiency of training. Third, to continue to remedy equipment shortfalls, incompatibilities, and lack of modernization. And fourth, to make the Guard/Reserve activities more visible to the American public.

MEETING THE RESERVES

Senator LEVIN. The national Reserve groups are your strongest allies. Do you plan to meet with them regularly to hear their views?

Mr. WEBB. I plan to meet regularly with all groups who have an interest in Guard and Reserve programs, and any other legitimate groups who have concerns regarding the operations of these programs.

[Whereupon, at 11:24 a.m., the subcommittee proceeded to other business.]

[The nomination of James H. Webb, Jr., was reported to the Senate by Senator Warner on April 25, 1984, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on April 26, 1984.]

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